

References (scout P.)

HBPO GmbH in Lippstadt develops, produces and sells frontend modules. It is renowned in the industry as a unique joint venture of automobile suppliers Hella KGaA Hueck & Co. (headlights and vehicle power supplies), Behr GmbH & Co. KG (cooling systems) and Plastic Omnium Auto Exteriors S.A.S. (plastic parts). It has the responsibility of bundling the know-how of the partners to generate new and practical system solutions and introduce these to the automobile manufacturers.

The first project for joint identification of concepts for an innovative product was initiated towards the end of 2003.

Within the framework of our pilot development, external colleague Mr. Ben Glimmann took over management of this project during the months from June 2004 up to and including January 2005.

The objective of the initiative was to integrate new ideas on the development and design of a next generation frontend module in a practical way. Apart from technical innovations and clear optimisation of the development process in terms of production and logistics, coordination of the different interests of participating companies and consolidating their designated representatives into a result-oriented functional team constituted a particular challenge.

The pressures of time and expectation of success were great.

The project team comprised of international members with a core of 10 qualified specialists. Apart from the companies in the joint venture, two further supplier companies were also involved in the work. Communication in the project was in English.

The place of activity alternated every weeks between Germany and France. The base for this cooperation was the Plastic Omnium development centre near Lyon.

Mr. Glimmann showed high commitment and flexibility. He exhibited a high awareness of his responsibility and interpersonal flair in his role as interim manager. His actions were considerate and diplomatic and he formulated his statements clearly and unambiguously.

Mr. Glimmann either took his own decisions after consulting with the responsible superiors or he facilitated decision-making by the executive committees of the involved companies by presentation of regular progress reports and scenarios for future planning.

His cooperative leadership style was based on persuasion. He managed to coalesce people with different character traits and mentalities into teams with common goals and internal cohesion. His concept-oriented action, prescient planning and perseverance rested on his analytical skills and guaranteed continuity.

His actions were fully acknowledged both by the team itself and by his clients.

We would like to highlight his structured methods in particular. Detailed and constantly updated project plans, to-do lists and carefully prepared presentations created maximum transparency.

His technical competency in projects such as these is also of great advantage. Apart from acceptance by the various contact persons, his spontaneous contributions were often found the preferred solution compared to alternatives and were thus incorporated into a concept.

The budget available to Mr. Glimmann amounted to approx. 500 000 Euro over six months. We were delighted that Mr. Glimmann's astute travel management ensured that the available budget turned out more than adequate.

The results of this project under management of Mr. Glimmann have reached a high degree of maturity and have convinced the management boards of the joint venture to prepare a contribution to the IAA 2005 in Frankfurt and to communicate this widely.

The time allocated to the project will in future be clearly extended. A second phase of communication will be appended to the concepts developed to date. We have for strategic reasons again appointed an internal colleague as manager of this phase.

Mr. Glimmann finally ensured ongoing development of the project through the complete transfer to his successor of all information and know-how.

We thank Mr. Glimmann for his commitment and look forward to engaging his services in the event of renewed internal bottlenecks.

2005, February 9th

HBPO GmbH

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Ralf Schmidt

Leitung Research & Development
Mitglied der Geschäftsleitung